

MR Book Reviews

BRITAIN'S STRATEGIC NUCLEAR DETERRENT: From Before the V-Bomber to Beyond Trident by Robert H. Paterson. 194 pages. Frank Cass and Co., Portland, OR. 1997. \$45.00.

In *Britain's Strategic Nuclear Deterrent*, Robert H. Paterson provides a useful precis to understanding the strategic decision making of the United States' closest ally—Britain. Tracing historical features that shaped Britain's entry into the nuclear club, Paterson deftly assembles the components of London's strategic calculus over the intervening decades. He illustrates how these features emerged within the Anglo-American context and offers a provocative projection of future decisions within an evolving post-Cold War paradigm.

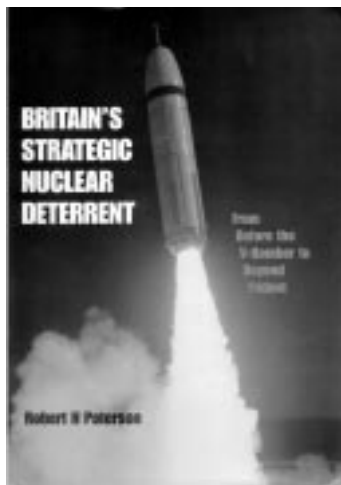
Central to Paterson's thesis is Britain's special relationship with the United States. Eschewing any pretense of autonomy in Britain's strategic-deterrence development, Paterson accurately depicts the inter-

dependent (and frequently dependent) nature of Britain's nuclear programs.

Linking Britain's detonation of an independently developed nuclear device in 1952 to global perceptions of its continued great power status, Paterson follows with an excellent resume of British strategic pro-

grammatics. He excels in tracing Britain's early nuclear-delivery programs as improving Soviet and US capabilities eclipsed them. Succinctly reviewing France's nuclear program, Paterson constructively contrasts the French experience, insightfully observing that, thanks to its trans-Atlantic partner, Britain's nuclear deterrent was acquired far cheaper than that of France.

Paterson's account of British strategic thinking provides the contextual basis for the final chapters' exploration of future strategic scenarios. This realm is where Paterson's analysis is most intriguing, yet also where his conclusions are most fragile. Citing factors that might impel a realignment of the US-British relationship—changing US interests and demographics, German ascendancy and European integration—Paterson contends that continued US leadership in Europe is doubtful. He calculates that Europeans will increasingly shoulder their



own security needs, led by an ascendant Germany. Paterson concludes that as the US role in European security wanes, Britain risks being left on Europe's strategic periphery. To counter this scenario, he prescribes a European orientation, backed by a combined Anglo-French nuclear contribution to a German-led security structure.

As a history of Britain's nuclear program, Paterson's contribution clearly assures him a spot on the shelf among serious works of strategic scholarship. Yet few readers on this side of the Atlantic are likely to accept his pessimistic conclusions regarding the future of the US-Britain alliance. American readers might be tempted to see *Britain's Strategic Nuclear Deterrent* as a literary Trojan Horse, in which a

subtle assault on Euro-skepticism is concealed within a superior history of British nuclear deterrence.

MAJ Kenneth D. Pierce, USA,
Command and General Staff College,
Fort Leavenworth, Kansas

THE EUROPEAN UNION AND THE SOUTH: Relations with Developing Countries by Marjorie Lister. 232 pages. Routledge, New York. 1997. \$24.95.

With the end of the Cold War, Europe has been trying to define itself. The European Union (EU) has begun to see itself as more of a world player and potentially a counterbalance to the US status as a single world superpower. While Europeans have achieved some success in establishing a single economic policy, they have had increasing dif-

ficulty in establishing a "collective" foreign policy. Historically, European interest has concentrated first and foremost on Africa. This book concentrates on the EU and its relations with the "South"—the poor, undeveloped countries of the Southern Hemisphere, particularly former colonies and sub-Saharan Africa.

Marjorie Lister's purpose is to make a case for increased European involvement in developing countries because of their central importance to Europe's future. By the end of the book she further defines her thesis as the development of a "EurAfrican" construct as a spiritual dimension to revitalize Europe. She supports her arguments by examining the EU's foreign policy (or lack thereof), Europe's colonial history and its recent relationships/treaties

Pass in Review

THE NIGHT OF THE LONG KNIVES by Max Gallo. 310 pages. DaCapo Press, New York. 1997. \$18.95 paperback.

In *The Night of the Long Knives*, Max Gallo provides a detailed account of the bloody purge conducted within the Nazi party hierarchy on 29 to 30 June 1934. Written as a historical narrative, the book reconstructs the duplicity, intrigue and unbridled ambitions that combined to crush Ernst Roehm's SA, propel the SS on its path of terror and inextricably bind the destinies of German military leaders with that of Adolf Hitler. I recommend this book to readers interested in examining the Nazi rise to power and to those studying actions that closely resemble a revolution's final stages. Although Gallo's narrative style prohibits the extensive use of endnotes, his ability to smoothly transition from the purge's chronology to the crucial events precipitating its occurrence keeps the reader focused without sacrificing accuracy or distorting events. This book is a fascinating, well-written examination of a key event in the Nazi consolidation of power.
—**MAJ Brian Jones, USA, Task Force 1-12th Infantry, Kuwait**

STALIN'S WAR THROUGH THE EYES OF HIS COMMANDERS by Albert Axell. 224 pages. Arms and Amour, London. 1997. \$27.50.

Albert Axell, a journalist, uses 30 personal interviews with surviving Red Army officers and a narrow reading of military memoirs as a prism to judge Joseph Stalin's military leadership during World War II. Unfortunately, most of the interviews and memoirs predate the Soviet Union's demise and subsequent access to Red Army archives. The book offers the general military reader Stalin's role in the Red Army's victory, but the professional reader needs a more adept balancing of controversial issues in Stalin's decisions and actions. Unsubstantiated primary and amateur handling of secondary sources leave the reader vacillating between issues of Soviet propaganda and Western vilification.—**COL Richard N. Armstrong, USA, Retired, Copperas Cove, Texas**

ONE DAY OF THE CIVIL WAR: America in Conflict, April 10, 1863, by Robert L. Willett Jr. 317 pages. Brassey's, Washington, DC. 1997. \$24.95.

Our Civil War saw 120 days of intense combat and 1,338 days of preparation or recuperation. This book examines one of the latter—which, unknown at the time, marked the midpoint of the war. The narrative moves systematically from the main armies in Virginia and Tennessee westward to the Pacific and to the naval forces at sea. Along with printed sources, the author examines many unpublished diaries and letters and places great emphasis on the war's "human side." Anyone interested in that aspect of military history or in the organizational/administrative side of war will find this fresh approach to the Civil War useful and informative.—**LTC Fred Christensen, USAR, Retired, Urbana, Illinois**

with developing countries.

The EU is in the difficult position of being an institution that consists of sovereign states which have interests outside of the union. This essentially places it in the position of having, at best, a lowest-common-denominator or passive foreign policy. The argument is also made that the EU has a vast network of external relations but no coordinated or coherent foreign policy. This best describes the EU's current trend. The EU has a series of bilateral agreements with other nations and regions as well as multilateral agreements that make up primarily an economic "foreign" policy.

Lister's brief description of the colonial history gives the reader a cursory basis from which to examine current EU relationships. In Af-

rica, the colonial relationship was marked by economic exploitation, "civilizing" the natives and leaving the African continent dependant and largely marginalized. Lister uses a different treatment for Mediterranean countries. Economic dependence on Europe has developed in the region, and Europe, in turn, is dependent on the region for oil. The area is also seen as the EU's backyard, in much the same way the Caribbean is to the United States. Human migration and France's "engagement" of the region keep it on the EU's agenda.

Lister uses the development and execution of the Lomé agreements to examine how policy toward the South has developed. Increasingly, the EU is tying specific action to the aid it gives and has reduced the

amount it makes available to developing countries. A good argument is made that this trend is counterproductive and will leave the "South" (particularly Africa) in dire straits economically. Also, the region is key to Europe as a market for goods and services in the future. If the EU does not stay engaged, someone else will develop its markets.

The designation of the region as "European" and "South" is an interesting treatment of the subject for those concerned with Europe and its relations with the developing world. The book contains many good arguments supporting the author's position and provides food for thought. Where it fails is in the author's decision to jump back and forth between "Southern Regions" instead of concentrating on Africa. This makes

AMERICAN WAR PLANS

1941-1945 by Steven T. Ross. 204 pages. Frank Cass, London. Distributed by International Specialized Book Services, Inc., Portland, OR. 1997. \$39.50.

Author Steven T. Ross discusses US and Allied strategic and campaign planning during World War II. He provides a detailed analysis of factors that determined the often "distance" relationship of strategic planning and the actual operations that unfolded. Ross' descriptions of the interactions among the Alliance decision-making process, Axis and Alliance operations and logistic realities make this a useful addition to the military reader's library. Maps, barely adequate, are placed at the rear of book and are not keyed to the narrative. The book complements Ross' other six volumes concerning American war plans, which were reviewed in the July-August 1997 issue of *Military Review*.—**William W. Mendel, Foreign Military Studies Office, Fort Leavenworth, Kansas**

FROM NAZI TEST PILOT TO HITLER'S BUNKER:

The Fantastic Flights of Hanna Reitsch by Dennis Piskiewicz. 192 pages. Praeger Publishers, Westport, CT. 1997. \$29.95.

This is a well-researched book about Hanna Reitsch, an obscure individual whose place in history entirely depends on the fact she was a female aviator before female aviators were commonplace. Reitsch accomplished some remarkable achievements of flight, setting many records in glider aircraft. The narrative of her flight achievements is the highlight of the book. Unfortunately, the author uses too much of his book recording the last days in Adolf Hitler's bunker, and those days have previously been preserved in greater detail by other historians. I doubt that this book will make Reitsch a well-known name. However, the book may be of interest to historians of aviation between the world wars.—**LTC James P. Hartman, USA, Retired, Aiken, South Carolina**

THE INVITING CALL OF WANDERING SOULS

by Lu Van Thanh. 189 pages. McFarland & Company, Jefferson, NC. 1997. \$23.50.

In this memoir, Lu Van Thanh briefly notes his service as an Army of the Republic of Vietnam (ARVN) liaison officer to US units, followed by being a teacher in a "peacetime" Nha Trang after the 1973 cease-fire. Thanh depicts the chaos accompanying North Vietnam's military conquest of South Vietnam and recounts events of his 43 months in communist "re-education camps." He also describes his release from camp, followed by a grim picture of family life in an oppressive and terribly corrupt communist regime. Finally, there is a harrowing account of his escape from Vietnam by small boat in 1982. A meaningful addition to the body of Vietnam War literature, this book provides insight into that period from a Vietnamese perspective. It is also a chilling reminder of the consequences of the United States having virtually abandoned the people of South Vietnam after more than a decade of immense sacrifices by the people of both countries.—**COL Griffin N. Dodge, USA, Retired, Santa Fe, New Mexico**

the book hard to read and blurs its positive points. Also, while Lister briefly mentions how current policy affects Central and Eastern Europe, she does not examine in any depth the impact on the EU's south policies, nor does she examine what impact an EU expansion east might have on EU policies. Those who are intrigued by the possibilities of future European policies should read this book.

MAJ William Robert Stanley Jr., USA, Command and General Staff College, Fort Leavenworth, Kansas

THE FORGOTTEN HOLOCAUST: The Poles Under German Occupation, 1939-1944, by Richard C. Lukas. 358 pages. Hippocrene Books, Inc., New York. 1997. \$24.95.

PARIAHS, PARTNERS, PREDATORS: German-Soviet Relations, 1922-1941, by Aleksandr M. Nekrich. Edited and translated by Gregory L. Freeze. 308 pages. Columbia University Press, New York. 1997. \$35.00.

Among specialists in the field there exist two major, competing interpretations of Nazi Germany's policies. The so-called intentionalist thesis depicts Nazi actions, especially the "final solution"—the genocide committed against European Jewry—as products of a consistent, coherent ideology implemented by an all-powerful, totalitarian dictatorship. Opposing this is the "functionalist" view, which focuses on the increasing radicalization of Nazi aims and actions as the result of anarchic, chaotic decision making and hasty improvisation by a fragmented regime. These politi-

cal science formulations are admittedly arcane, and neither book explicitly declares itself an exemplar of either thesis. Nevertheless, the intentionalist-functionalist dichotomy makes as handy a framework as any for discussion of these books that, in addition to illustrating these two interpretations, also lay claim to being revisionist works.

Forgotten Holocaust is an intentionalist work par excellence. Richard C. Lukas attributes more than 6 million wartime Polish deaths—roughly 3 million Jews and a like number of gentiles—to Nazi death camps, reprisals and ill treatment. He argues that "a racial war aimed at the destruction of the Polish people was the objective of the Third Reich." To buttress his thesis, Lukas examines

SON THANG: An American War Crime by Gary Solis. 368 pages. Naval Institute Press, Annapolis, MD. 1997. \$29.95.

Three months after the US Army pressed charges against Lieutenant William Calley for the massacre at My Lai, the US Marine Corps dealt with a war crime of its own. While on night patrol, without provocation, five marines gunned down 16 unarmed women and children in a village called Son Thang. The Marine Corps had confessions and a witness, but could it get convictions? Written in prosecution style, this book relates more than events—it explores the complexities of prosecuting war crimes in a war zone. Reading like a courtroom novel, the book has the elements of suspense and controversy that one would find entertaining only if it were not a true story. *Son Thang* adequately chronicles the doubt and confusion that surrounded the Vietnam War. Solis' thought-provoking book is short on heroes, but well stocked with victims. Young military leaders should read this book and learn from it. Perhaps by doing so we can avoid future My Lais and Son Thangs.—**CSM James H. Clifford, USA, 63d Ordnance Battalion (EOD), Fort Dix, New Jersey**

WHEN GOOD MEN ARE TEMPTED by Bill Perkins. 208 pages. Zondervan Publishing House, Grand Rapids, MI. 1997. \$12.99.

The thesis of *When Good Men are Tempted* is that all "normal" men are naturally attracted to and tempted by beautiful women. Author Bill Perkins claims that this applies to all married as well as single men—religious or nonreligious. Perkins states that church people might, in fact, have a greater problem with sexual temptation because sex is often a taboo subject. If they find something is wrong or too embarrassing to be talked about, they may have more problems than others facing the same temptation. This book is truly for "real" men who are willing to admit having a weakness for women. Perkins shows us there are ways of dealing with the problem—and for those who are married, he shares how to renew, reenergize and reengage love for our wives. Putting bags over our heads labeled "Holy, Holy, Holy" denies the reality and pitfalls of being a man.—**CH (COL) Gary T. Sanford, USA, 18th MEDCOM, Korea**

GERMANY'S PANZER ARM by R.L. DiNardo. 176 pages. Greenwood Press, Westport, CT. 1997. \$55.00.

What is left to be written about Nazi Germany's famous panzer corps? Rather than revealing new insights, R.L. DiNardo offers an "integrated approach" that considers the economic basis of the German tank force, its equipment, personnel policies, training, doctrine and organization. DiNardo finds the panzer force something of an anachronism within a German army that had as many intellectual ties to the old *Kaiserheer* and the 19th century as to Adolf Hitler's regime and the 20th century. While the book's price is hefty and the content not conspicuously original, this slim volume serves as a well-written and well-documented introduction to one of the most important military forces of modern war.—**LTC Scott Stephenson, USA, Combat Studies Institute, Fort Leavenworth, Kansas**

German social, cultural and economic policies, such as the liquidation of the intelligentsia, mass murder and deportation, destruction of art and churches and confiscation of assets in occupied Poland. In chapters addressing the military underground and civilian resistance that culminated in the tragic 1944 Warsaw uprising, Lukas traces the Polish reaction.

While unconsciously intentionalist, *Forgotten Holocaust* is quite deliberately revisionist, even provocative, in intent. Lukas takes on what he regards as an accepted, but one-sided and incomplete, version of wartime Poland's story. In his view, this orthodox version centers solely and simplistically on the Nazi war against the Jews, portraying Poland's

gentiles, at worst, as rabidly anti-Semitic participants and abettors in Nazi crimes and, at best, as idle bystanders. In seeking to recover the forgotten holocaust against all Poles, Lukas opens himself up to charges of denying the Holocaust's uniqueness as well as covering up Polish Christians' complicity. The foreword by Oxford professor Norman Davies—a much better known scholar who has been violently attacked along those very lines—and a polemical afterword will not help Lukas convince critics he is merely striving to achieve a historical balance.

Of course, as Aleksandr Nekrich observes in *Pariahs, Partners, Predators*, the "Polish question"—that is, the status and territorial shape of Po-

land—was a common concern for Germany and the Soviet Union during the interwar period of the 1920s and 1930s. Nekrich traces this concern as both animating the initial rapprochement of these two post-World War I pariahs, culminating in the 1922 Treaty of Rapallo and undergirding the infamous August 1939 Nazi-Soviet "Nonaggression" Pact which, in a secret protocol, partitioned Poland between the two predatory partners.

Nekrich, an expatriate Russian historian who became a scholar in residence at Harvard before his death in 1993, offers an essentially functionalist narrative. To be sure, he does not totally discount the dominant personalities and powerful ideological imperatives of Stalin and

THE PARATROOPERS OF THE FRENCH FOREIGN LEGION: From Vietnam to

Bosnia by Howard R. Simpson. 192 pages. Brassey's, Washington, DC. 1997. \$25.00.

This is a well-written, interesting, small book on the French Foreign Legion. Although the emphasis is on the organization's paratroopers, it is more valuable for its insights into the Legion itself. Concentrating on the 2d Parachute Regiment, Howard R. Simpson describes the history of the Legion and its major operations after World War II, from Vietnam to Bosnia. In the process, he discusses Legion recruitment, training, organization, weapons and many other aspects of daily life. Simpson lived with his subjects and was intimately involved in their lives and operations. This is a unique perspective on one of the world's most colorful military organizations.—**John A. Hardaway, National Battle Simulation Center, Fort Leavenworth, Kansas**

FRONTIER CAVALRY-MAN: Lieutenant John Bigelow with the Buffalo Soldiers in

Texas by Marcos E. Kinevan. 338 pages. Texas Western Press, El Paso, TX. 1998. \$35.00.

In this enjoyable book, Brigadier General Marcos E. Kinevan relates the experiences of a young officer with the Tenth Cavalry in southwest Texas from 1877 to 1879. John Bigelow, scion of a prominent New York family, joined the Tenth shortly after he graduated from West Point and remained with the Buffalo Soldiers for much of his career. Relying heavily on Bigelow's journal and letters, Kinevan captures the tedium and hardships of frontier Army life as well as the milieu of Army society. Excellent photographs and maps add to Kinevan's narrative, making *Frontier Cavalryman* an engaging look at junior officership on the American Frontier.—**MAJ Michael E. Bigelow, USA, Battle Command Training Program, Fort Leavenworth, Kansas**

WINGLESS FLIGHT: The Lifting Body Story

by R. Dale Reed with Darlene Lister. National Aeronautics & Space Administration, US Government Printing Office, Washington, DC. 1997. \$25.00.

This is a comprehensive and detailed presentation on the 1963 through 1975 lifting-body transatmospheric vehicle development—vehicles that get lift from the shape of their fuselage rather than wings. The eight craft described are what gave rise to the design of the X-33 Advanced Technology Demonstrator (Venture Star), which will lead to a vehicle to replace the Space Shuttle, and the X-38 Space Station Emergency Crew Return Vehicle. R. Dale Reed, the program's originator, was with it from beginning to end and is still involved with advanced spacecraft design. Reed chronicles every flight and design change, every pilot and engineer, showing the human side of leading a team into the edge of unknown science. The book is amply illustrated and includes a photograph of the first high-technology tow vehicle—a souped-up, high-performance Pontiac Catalina convertible with tail fins, slick racing tires and special modifications for 110-mile-per-hour cruise. This is a fascinating book for students of atmospheric and space flight.—**Edward B. Kiker, Foreign Military Studies Office, Fort Leavenworth, Kansas**

communism and, after 1933, of Hitler and Nazism. Nevertheless, the book portrays the German-Soviet relationship, at least until the onset of World War II, as a dynamic process shaped largely by the often-uncoordinated actions of myriad military, diplomatic and economic bureaucracies on each side.

Nekrich, who began his research and writing during *glasnost*, directs his revisionism at fellow Russians. He asserts that the Soviet Union had ample indications and warning of the impending German attack in 1941 but was nonetheless totally unprepared to repel it—conclusions that Western readers will hardly find remarkable. Of more interest, and perhaps of morbid amusement, are some examples of the dictators' table talk that he adduces, such as Hitler's 1939 observation: "I did not know that Stalin was such a likable, powerful personality," or Stalin's wistful postwar expression of regret: "Ekh! Together with the Germans we would have been invincible."

Ultimately, it is fruitless to debate whether human wickedness and design (intentionalism) or error and accident (functionalism) are more to blame for the evils that afflict us all. Both books amply catalog all of these in a manner that, while more likely to appeal to specialists, is accessible to general readers as well.

LTC Alan C. Cate, USA,
1-61 Infantry,
Fort Jackson, South Carolina

ANATOMY OF MISTRUST:
U.S.—Soviet Relations During the Cold War by Deborah Welch Larson. 329 pages. Cornell University Press, Ithaca, NY. 1997. \$37.50.

In *Anatomy of Mistrust*, Deborah Welch Larson uses cognitive psychology to address the arms race and global competition known as the Cold War. In this well-written book, Larson suggests a rather intriguing basis for the conflict that shadowed the last half-century.

Larson shows that US and Soviet leaders passed up many opportunities to cooperate on arms control and

other contentious issues largely because of the mistrust caused by ideological considerations as well as leaders' world views. Soviet and US leaders often were incapable of dispassionately examining concrete proposals that might have yielded agreements to substantially decrease global tensions. This inability to recognize sincere overtures had dire consequences—bringing the world to the brink of nuclear Armageddon on at least one occasion.

In Larson's analysis of the Cold War, she presents detailed accounts of key occasions when superpowers had a significant opportunity to resolve, or at least mitigate, their differences. She deals effectively with



each instance, doing a particularly fine job of explaining the situation surrounding the Strategic Arms Limitation Talks (SALT).

In light of the massive debt the superpowers accumulated during a decades-long and virtually unbridled arms race, current leaders in both nations could profit from the lessons Larson presents. Her characterization of the frustration felt by Soviet and US leaders during the era is worthy of special note. She skillfully details the process by which the superpowers came to better understand and trust each other in the sense that they could more accurately anticipate each other's actions and reactions.

By carefully combining traditional primary sources, conventional histories of the period and newly available Soviet-era documents, Larson has produced a scholarly and eminently readable work. Readers prepared to delve into the underlying psychology of the Cold War will benefit from reading this book.

Paul N. Kotakis, *Deputy Public Affairs Officer, US Army Cadet Command, Fort Monroe, Virginia*

US SPECIAL OPERATIONS FORCES IN ACTION: The Challenge of Unconventional Warfare by Thomas K. Adams. 360 pages. Frank Cass and Co., Portland, OR. 1998. \$27.50.

Now that the probability of a conventional war on the plains of Europe has diminished with the demise of the Soviet Union, which forms of conflict have the highest prospect of occurring? How should the military and US policy makers prepare for those future conflicts? What should be the mix and roles of conventional and unconventional forces? How do Special Operations Forces (SOF) fit into that mix? These are some of the questions Thomas K. Adams explores in his examination of SOF history, composition, strengths and weaknesses.

Adams devotes four chapters to the evolution of special operations from World War II through the Vietnam War, in which Army Special Forces (SF), in particular, came to the fore. Even while the Vietnam War raged, debates also raged within the Army over the proper role for SF. Should the SF mission focus on unconventional warfare, providing security and services? Or should the focus be directed toward more conventional operations such as direct action—raids and ambushes—or toward deep reconnaissance? By war's end, the clear decision was that the military should focus on conventional large-unit operations and that SOF should only support conventional missions.

As Adams notes, reductions in force and concerns about airlift

caused military leaders to shift from recognizing that SOF was indeed specialized and had capabilities beyond those of any conventional force to a belief that conventional forces could accomplish traditional SOF missions. It took the disastrous attempt to rescue US hostages in Iran and congressional insistence before the military began to revitalize its depleted SOF capability. Even then, it was done with much foot-dragging by several of the services.

Adams goes on to recount the operations in which SOF have had a mixed degree of success—Grenada, Panama, even the Gulf War, Somalia—and the changes made as a result of each operation. Finally, he examines the future SOF role.

Citing numerous primary-source documents, Adams questions whether SOF doctrine adequately accounts for missions such as in Haiti and Operation *Provide Comfort* in northern Iraq. He also probes an Army approach to SOF, which assigns it some ambiguous missions that, except for counterterrorism, are also assigned to conventional forces. In Adams' view, this is to the detriment of what should be the SOF primary mission of Army SF—unconventional warfare—missions no conventional unit can perform. Unconventional warfare, of course, is the most difficult because it requires a high degree of cultural awareness, including intensive language training.

Adams makes a strong case for the inclusion of civil affairs and psychological operations units in SOF. Too often these organizations are on the periphery of planning and funding, as evidenced by the fact that the bulk of them are in the Army Reserve. He correctly points out the necessity of these units in operations such as in Haiti and Bosnia if they are to succeed.

This thought-provoking book should be required reading for anyone associated with SOF. In an era when defense dollars are being spent on high-tech weaponry and continu-

ous mission deployments while maintaining a smaller force than has been seen for decades, military and civilian leaders would do well to rethink the issues that make special operations special. This book is a good point to begin that reassessment.

LTC Richard L. Kiper, USA,
Retired, Leavenworth, Kansas

THE DOWNSIZED WARRIOR:
America's Army in Transition by
David McCormick. 280 pages. New York
University Press, NY. 1998. \$24.95.

As the Cold War came to an end, downsizing the US military was both necessary and inevitable. While all of the services were faced with cutbacks, the Army suffered the largest reductions both in budget and in end strength. From 1989 to 1996, the size of the active army dropped from roughly 770,000 to 495,000 soldiers, with additional cuts still projected. Although much has been written on the impact of downsizing on the Army's ability to accomplish its stated missions, little has addressed the human dimension of downsizing. *The Downsized Warrior: America's Army in Transition* seeks to fill that void.

A former junior Army officer and Gulf War veteran, author David McCormick's central premise is that the Army's dramatic downsizing, particular in its officer corps, has compromised its institutional health and undermined military effectiveness. However, rather than place blame on political or senior military leaders for allowing these cuts to occur, McCormick contends there are no obvious villains. He sees much of the downsizing decision-making process as beyond the control of those forced to execute it and maintains that Army leaders did as well as they could under the circumstances. The failure lies with senior leaders who refuse to acknowledge or take steps to correct the damage done to morale, commitment and other intangibles necessary to a professional officer corps. McCormick

proposes his own agenda for reform but indicates he believes such reform is unlikely to occur.

While Army leaders' efforts to influence the size or pace of personnel cuts were generally ineffective, they had a far greater role in the practical matters of achieving cuts. McCormick outlines the four principles former Chief of Staff General Carl Vuono and his staff developed to guide personnel reductions: protect quality, shape the force, sustain readiness and demonstrate care and compassion. Implicit concerns over maintaining race and gender equity and improving promotion opportunity and timing also guided downsizing decisions.



On the quality issue, McCormick clearly disputes the common perception that the Army lost its best and brightest as a result of the voluntary separation programs. He cites Army Personnel Command data to show that, between 1992 and 1997, roughly 70 percent of the officers who left were from the lower 40 percent of their cohort; only 6 percent of those who left were from the top 20 percent.

A lag in cuts in the Tables of Distribution and Allowances structure created some difficulties in shaping the force's composition to meet requirements. Aggregate, Armywide personnel readiness has remained

fairly constant, even though some units have experienced short-term personnel readiness problems.

Despite Army leaders' success in accomplishing downsizing imperatives, personnel cuts have taken an unhealthy toll on the officer corps' attitudes and behavior. This is the most interesting part of the book. McCormick provides a plethora of unedited comments from officers he interviewed. Their comments support his claims that morale as well as organizational commitments are declining. Quote after quote portray an officer corps unsure of what it takes to be successful in today's Army, and there is a generally pessimistic outlook toward the future. Many officers refer to the "zero defects" environment in which officers are unwilling to display initiative for fear of making an unrecoverable mistake.

McCormick contends officers are responding to uncertainty by choosing one of two paths. They either focus on getting the education and experience they feel will make them marketable once they

(inevitably) must leave the Army or they pursue a succession of troop assignments and avoid anything away from a "muddy boots" career path.

The greatest flaw with McCormick's book is with his assertion that Army leaders appear to be neither fully aware of the changing professional climate nor knowledgeable about what should be done. In this regard, he comes across as arrogant—someone who alone will show leaders and the public the truth. In July 1996, Chief of Staff General Dennis J. Reimer chartered the OPMS XXI Task Force to address many of the personnel concerns of the down-sized Army. Many of the sources McCormick references (the Army Research Institute, the Strategic Fellows, the Army Inspector General) contradict his assertion that senior leaders were unaware of, or not proactive in dealing with, morale problems and other intangibles. McCormick erroneously asserts that current policy prohibits majors from serving in branch-qualifying jobs before completing the

Command and General Staff Officer Course and that captains must complete their branch advanced course before commanding a company.

The agenda for reform McCormick presents is rather anticlimactic in light of the new Officer Evaluation Report's introduction and the changes the OPMS XXI Task Force introduced. McCormick's suggestions for redefining success, reforming the promotion system, revising professional military education and establishing three areas of expertise are all part of current personnel management initiatives. Other suggestions he makes are unlikely to be considered because of their high costs in a time of shrinking resources.

While McCormick's recommendations are disappointing, this book is very readable. It is also important for highlighting many of the intangible "human" effects that downsizing has had on the US Army officer.

MAJ Karen F. Lloyd, USA,
Command and General Staff College,
Fort Leavenworth, Kansas